

Chapter 3

Headquarters and Headquarters Detachment

ORGANIZATION AND MISSION

3-1. The division support battalion headquarters and headquarters detachment provides command and control of organic and attached units. The headquarters and headquarters detachment (HHD) provides distribution management for all division rear supply and services support. It also provides food service support for units organic and attached to the DSB. The DSB performs its mission by supporting the division's course of action (COA) and meeting the DISCOM commander's guidance. It supports division customers by providing or coordinating to provide all classes of supply, as well as maintenance, medical, and field services. It also provides limited reinforcing support (Class III(B) and transportation only) to the forward support battalions (FSBs) and division aviation support battalion (DASB).

3-2. The DSB headquarters and headquarters detachment consists of a battalion headquarters and a headquarters detachment. As shown in Figure 3-1, the battalion headquarters has seven sections:

- Command.
- S1.
- S2/S3.
- S4.
- S6.
- Support operations.
- Unit ministry team (UMT).

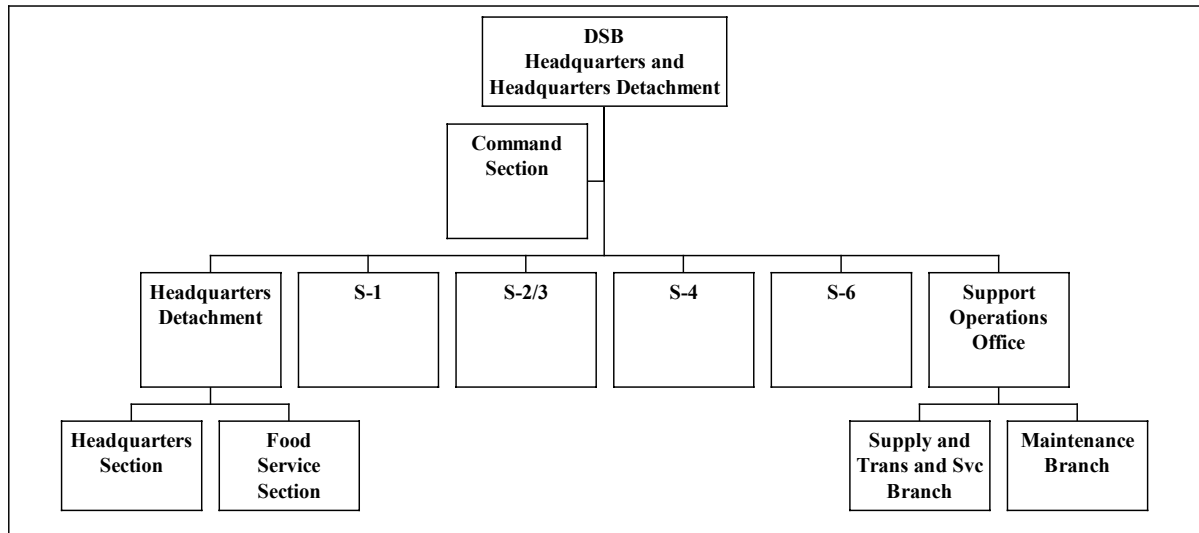


Figure 3-1. HHD Division Support Battalion

3-3. The battalion headquarters performs the command, control, communication, computers, intelligence, surveillance, and reconnaissance (C4ISR) functions. Generally, its mission includes:

- Command and control of organic and attached units.
- Planning, directing, and supervising support provided by the DSB to supported units.
- Providing information and advice on DSB support to the commander and staff of the DISCOM.
- Planning, directing, and supervising the administration for organic and attached units.
- Training and internal logistics support for units organic and attached to the battalion.
- Planning and directing rear operations as assigned by the DISCOM commander.

A sample DSB tactical operations center (TOC) configuration is depicted in Figure 3-2.

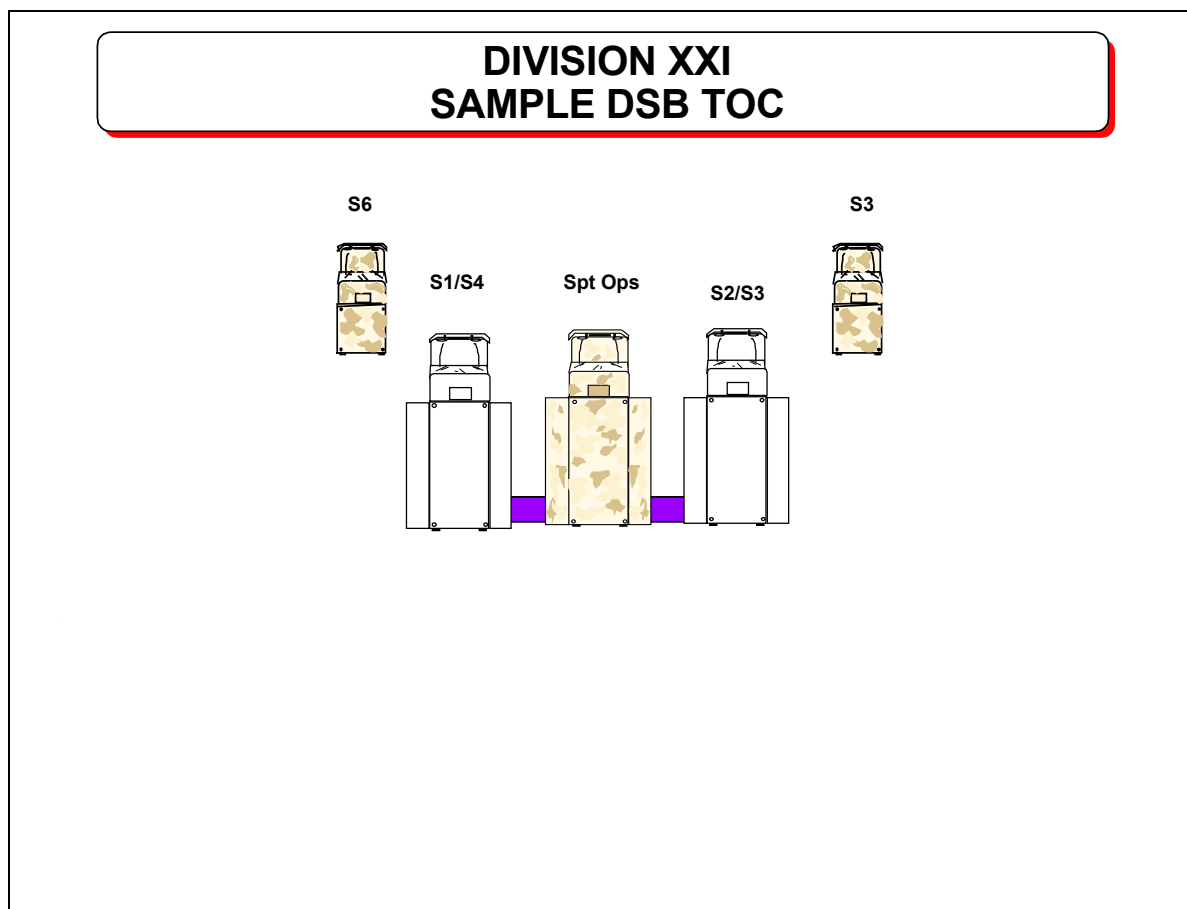


Figure 3-2. Sample DSB TOC

PERSONNEL AND SECTIONS

COMMAND SECTION

3-4. The command section of the DSB provides C2 for assigned and attached units and supervision for the DSB staff. It directs CSS for supported units. It also provides information and advice on CSS to the DISCOM commander, the supported commanders, and their staffs.

3-5. The command section consists of the DSB battalion commander, battalion executive officer (XO), and command sergeant major (CSM), coordinating staff officers, and special staff. Staff officers supervise and coordinate the functions of subordinate sections. In addition to the staff, there is a support operations officer. Command section staff officers perform duties and responsibilities common to all staff officers. FM 5-20, FM 6-99 (101-5), Staff Organizations and Operations, chapter 4, discusses in detail these duties and responsibilities which include:

- Provide information.
- Develop estimates.
- Develop recommendations.
- Prepare plans and orders.
- Supervise subordinates' actions.

3-6. Command section staff officers conduct battle staff mission analysis, develop estimates and plans, and implement policies and orders. They develop a reporting and monitoring system for staff operations in their area of expertise. They provide information updates to the battalion commander and exchange information with other battle staff sections on areas that are critical to mission accomplishment.

DSB Commander

3-7. The DSB commander commands all units organic or attached to the battalion. He provides sustainment through the use of an array of digital information systems and technologically competent battle staff that is capable of capitalizing on all other technological innovations. He provides subordinate elements with clear missions, taskings, and statements of his intent.

3-8. The commander with his battle staff supervises the activities of subordinate units. They ensure that decisions, directives, and instructions are implemented and that the commander's intent is being fulfilled. The DSB commander and battle staff advises the division troop commanders and DISCOM commander on DSB support as required.

3-9. The battalion commander's duties include the following:

- The CSS operator that provides centralized distribution management and the CSS assets required to support the division troops.
- Provides commander's intent and mission guidance.
- Reviews battle staff estimates, course of action (COA) analysis, and recommends the COA that best supports the division mission.
- States his estimate of the situation and announces his decision.

3-10. Upon receipt of a mission, the commander gives planning guidance to his battle staff. He receives required information from his staff and restates the mission in a clear, concise statement of tasks to be done and purpose to be achieved. Examples of tasks that the staff must be able to perform are:

- Analyze terrain and threat.
- Function as an effective team.
- Exchange information.

- Prepare estimates.
- Give appraisals.
- Make recommendations and decisions.
- Prepare plans.
- Issue orders.
- Coordinate and control unit operations.
- Supervise subordinate units.

Battalion Executive Officer (XO)

3-11. The battalion XO is the principal assistant to the battalion commander. As second in command, he must understand both the support operations and the internal functions of the battalion. He supervises the DSB staff and coordinates assigned missions with subordinate unit commanders. In accordance with command directives, he formulates staff operating policies. He also supervises TOC operations.

3-12. The duties of the battalion XO include:

- Supervises the battalion staff.
- Coordinates staff planning and response to the battalion commander's guidance.
- Disseminates time analysis limitations to all staff sections.
- Supervises staff mission analysis process.
- Assumes command of the battalion when the battalion commander is elsewhere.
- Develops, approves, and monitors staff operating policies.

Health Services Support Officer (HSSO)

3-13. The health service support officer (HSSO) is assigned to the command section and is the medical plans and operations officer. The HSSO coordinates internal medical support. He coordinates the schedules, locations, and capabilities of medical support with the division support medical company (DSMC). He prepares and provides an area medical plan to the subordinate units. The HSSO is also responsible for:

- Providing the combat health service (CHS) estimates and medical threat input for inclusion in the DSB commander's estimate.
- Developing the combat health support portion of the DSB OPLAN in coordination with the DSB staff, the DSMC commander, the DISCOM medical operations branch, and the division surgeon's section (DSS).
- Ensuring the CHS plan is synchronized laterally and vertically.

- Coordinating the placement of supporting corps medical elements attached to the DSB within the battalion's assigned area of the DSA.
- Identifying CHS support requirements for the DSA and division rear.
- Coordinating CHS tasking from the DISCOM medical operations branch with the DSB staff and the DSMC commander. Tasking may include area medical/dental, preventive medicine, combat stress control, reinforcement, or reconstitution support.
- Advising the DSB commander on CHS operations in the DSA and division rear.
- Submitting and forwarding status reports IAW DISCOM and division tactical standard operating procedures (TSOP).
- Working with the support operations office in synchronizing CHS/taskings and for planing the use of nonstandard medical evacuation platforms in the support of mass casualty operations.

Command Sergeant Major (CSM)

3-14. The CSM is the principal enlisted advisor to the battalion commander on all matters pertaining to and dealing with the enlisted members and their families. He is an advisor and personal battle staff member whose general duties and responsibilities pertain to all levels of the command.

3-15. The command sergeant major (CSM) serves as the senior enlisted representative for the battalion. As an extension of the eyes and ears of the battalion commander, he maintains frequent contact with his subordinate units and monitors the pulse of the battalion.

3.16. The duties of the command sergeant majors include:

- Serves as the battalion commander's principal enlisted assistant. Maintains liaison with the division troop's command sergeant major.
- Provides the battalion commander information on the status of enlisted matters.
- Ensures the health, morale, and welfare of the unit.
- Serves as the battalion's senior enlisted master trainer. The CSM is critical to identifying training requirements for individuals, crews, battle staff, units and leaders. The CSM ensures training solutions are resourced, executed, and assessed to satisfy mission essential task list (METL) and battle tasks.
- Ensures that new soldiers/leaders replacement training is conducted.
- Demonstrates expertise in call for support.

- Ensures training and development of first sergeants, battle staff NCOs, and platoon sergeants within the battalion.
- Emphasizes training in field crafts (command post set up, field sanitation, erect field tents, etc...).
- Emphasizes training in force protection, including marksmanship, fortifications, convoy operations, NBC, and combat lifesaver.
- Demonstrates expertise in operation of battalion equipment such as weapons, vehicles, generators, communications, and automation.
- Understands ongoing missions of his unit(s) and supported headquarters.
- Engaged in medical evacuation and mortuary affair operations.
- Identifies and helps resolve any battle field sustainment problems.

S1 SECTION

3-17. The S1 is the battalion commander's principal battle staff officer for personnel and other soldier-related support functions. He advises the commander on all personnel support issues and has primary battle staff responsibility for coordinating personnel service support internal to the DSB. This includes personnel services, finance services, chaplain activities, command information services, medical, and legal services support. He develops the personnel service support annex of the OPORD/OPLAN. He also coordinates for transportation assets in support of personnel service support functions.

3-18. The S1 functionally organizes the S1 section personnel to execute the responsibilities of the element. The personnel sergeant assists the S1 by directing the activities of the three major elements. The unit support element is responsible for postal operations management, morale, welfare, recreation (MWR) program administration, and other unit support programs such as equal opportunity (EO), sponsorship, alcohol and drug abuse prevention control (ADAPC), line of duty (LOD), safety and publications/blank forms. The legal support element is responsible for reviewing officer or enlisted transfers and discharges. They also review military judicial or nonjudicial actions and courts and boards. The personnel support element functions include personnel accounting strength report (PASR), readiness management, data base management, casualty reporting, replacement operations, personnel actions, evaluations, retention, promotions and reductions, awards and decorations, military pay and leave, and coordinates command information activities, finance services, chaplain activities and EPW administration. Typically, the battalion S1 co-locates with the S4 section in or near the DSB CP.

3-19. The duties of the S1 officer include the following:

- Supervises battalion administrative and personnel matters.
- Informs the battalion commander of personnel actions.
- Develops personnel estimates.
- Develop casualty estimates.
- Informs the battle staff of the supportability of missions from a personnel services viewpoint.
- Recommends ways to reduce the effects of major personnel deficiencies.
- Informs the battalion commander on areas that impact on troop preparedness.
- Assist in preparing and processing court-martial and board proceedings.
- Ensures proper and prompt disposition of legal actions to protect the rights of soldiers within the battalion.
- Gather, input, and maintain personnel data in the CSSCS database.
- Develop the personnel CTIL.
- Set status thresholds for personnel.

3-20. Administrative specialist. The duties of the administrative specialist include the following:

- Processes personnel actions and reports. These include personnel situation reports, personnel spot reports, unit feeder reports, classifications, promotions, reductions, and efficiency reports.
- Operates the message center.
- Prepares correspondence.
- Establishes and maintains logs, rosters, and status boards.
- Controls, publishes, and distributes orders, directives, and forms developed at the battalion level.
- Control and distributes mail internal to the battalion.

STAFF JUDGE ADVOCATE

3-21. The DSB does not have staff judge advocate (SJA) support within its staff. However, the division SJA section supports the division with legal support operations as far forward as required. It provides subordinate brigade and other commanders with a lawyer to serve as a member of the subordinate commander's special staff, as required. In addition to advising on defense and prosecution issues, the DSB commander can call upon the SJA for advice and assistance when dealing with issues such as:

- International agreements regarding the status of forces and installations on foreign soil.

- Contingency contracts and regular acquisitions of goods and services needed for entry into, and sustainment of the force within an area of operations.
- Compliance with the law of land warfare and in the treatment of enemy prisoners of war (EPW), retained persons, internees, and refugees.
- Claims against the United States and against soldiers or the unit under article 139, uniform code of military justice (UCMJ).
- Investigation and disposition of allegations of war crimes and violations of the law of land warfare.
- Compliance with the law of land warfare in operational seizure and use of and reimbursement for foreign, real, and private property.
- Compliance with domestic and international environmental law and regulation.
- Coordination of the commander's legal requirements with the SJA in the main CP.

S2/S3 SECTION

3-22. The S2/S3 officer is the operations, security, and training officer. He is responsible for internal DSB operations. The S2/S3 advises and assists the DSB commander in tactical planning, coordinating, and supervising the communications, operations, training, and security functions of the battalion. The S2/S3 supervises the DSB functions that are not classified as logistics or medical. However, his role and that of the support operations officer require that they maintain constant contact. The S2/S3 is responsible for writing and reviewing the battalion tactical standard operating procedure (SOP).

3-23. The S2/S3 section monitors the tactical operations of the DSB, makes recommendations to the commander, publishes orders, develops the R&S plan, and supervises implementation of plans and orders. It maintains the current friendly and enemy situations. It obtains maps and prepares overlays. It positions units within the DSA and plans DSA security that includes planning the equipment and personnel for the base cluster reaction force. Also, in coordination with the supporting military police (MP), it develops and implements the traffic circulation plan for the DSA. The branch ensures the DSA security plan is integrated into the overall division rear operations plan. Guidance appears in FM 3-19.4 (19-4) (Military Police Team, Squad, and Platoon Combat Operations).

3-24. The section also plans and coordinates tactical movements. It conducts route reconnaissance, supervises tactical road marches, receives closing reports, and supervises appropriate battle staff activities during movement.

3-25. The S2/S3 officer supervises the operations of the plans-operations branch. His duties include the following:

- Conducts continuous logistics preparation of the battlefield.
- The S2/S3 officer must develop the unit task organization in coordination with DSB support operations to correctly reflect the task organization in the existing operation order/plan.
- Consider tactical intelligence and develop OPLANs and OPORDS.
- Plans and executes operations security and NBC defense and training.
- Provides estimated times for deployment of the DSB.
- Issues warning order to all assigned or attached elements, informing them of pending operations.
- Coordinates with brigade S3 section battle staff on the tactical situation in the brigade area.
- Prepares contingency plans.
- Analyzes operational data and reports for conformance to directives and commander's intent.

3-26. The S2/S3 operations SGT. The duties of the S2/S3 operations SGT include the following:

- Conducts continuous logistics preparation of the battlefield.
- Operates the rear operations frequency modulated (FM) net.
- Advises on base security.
- Coordinates with explosive ordnance disposal (EOD) detachments/teams.
- Determines which group facilities are vulnerable to damage.
- Supervises rear operations training.

3-27. The S2 intelligence analyst NCO develops procedures for handling and using or disposing of enemy equipment and documents. The intelligence analyst NCO informs the DSB commander on all IPB information. The S2 NCO supervises the handling of enemy defectors and materiel, and monitors EPW collection point activities for the DSB. He also is responsible for obtaining classified maps required by DSB units. Finally, he is responsible for the preparation of the following documents:

- Intelligence annex to orders.
- Daily intelligence summary for subordinate units.
- Operations estimates.
- Intelligence estimates updates. Paragraphs 2 and 3 of the DSB OPORD/OPLAN.
- Essential elements of information (EIs) for inclusion into the OPORD.

3-28. He is also responsible for the following tasks:

- Conducts continuous logistics preparation of the battlefield.

- Coordinates tactical intelligence activities between subordinate units, and DISCOM S3.
- Maintains a weather factor analysis matrix.
- Performs terrain analysis of the area of responsibility (AOR).
- Prepares situation, event, and decision support templates.
- Supervises preparation of the intelligence portion of OPLANs/OPORDs and maps.
- Develops the intelligence estimate.
- Distributes the analysis of the AO, as appropriate.
- Identifies intelligence collection requirements.
- Assesses enemy vulnerability and probable courses of action.
- Disseminates intelligence to subordinate units.
- Prepares reports on captured enemy materiel.

3-29. The nuclear, biological, and chemical (NBC) NCO prepares the NBC defense annex to OPLANs/OPORDs and SOPs. He monitors NBC threats and predicts fallout and collects, evaluates, and distributes NBC reports. He monitors contamination patterns and disseminates NBC data. He prepares vulnerability analyses of significant targets in the DSB's area of operation (AO). The NBC NCO coordinates surveys and determines requirements for NBC protective shelters. He also recommends priorities for decontamination support and monitors and assists in the employment of NBC teams. He develops response procedures for NBC defense and makes recommendations to the commander on mission oriented protective posture (MOPP) levels. He also prepares NBC reports 1 through 6.

3-30. The duties of the NBC NCO include the following:

- Conducts continuous logistics preparation of the battlefield.
- Supervises the NBC program.
- Prepares tactical NBC plans.
- Conducts weather analysis and nuclear vulnerability assessment analysis.
- Maintains the radiation exposure status for subordinate units.
- Plans for decontamination support to subordinate units.

S-4 SECTION

3-31. The DSB S4 provides technical supervision and assistance for unit-level support within the battalion. He is responsible for preparing the logistics estimate and making recommendations to the commander on internal logistics activities. He also writes, in

coordination with the S1, the service support annex to the DSB OPORD/OPLAN. He supervises personnel in the S4 section.

3-32. The S4 also reports on the overall internal logistics situation. He reports significant problem areas and major deficiencies in basic loads. He should also include an account of significant incidents that hinder internal logistics operations.

3-33. The S4, in conjunction with the S2/S3 section personnel prepare the unit administrative movement order for moves, although elements may move constantly. The S4 develops and maintains administrative movement plans for all modes of transportation using FM 55-series publications. Unit movement plans should include:

- Security requirements.
- Logistics coordination requirements.
- Load plans for vehicle, aircraft, and rail cars.
- Duties of unit movement personnel.
- Preparation of transportation documents.
- Description (weight, length, width, and height) of outsized, unusual cargo.
- Coordination with the DISCOM movement control office (MCO).

3-34. The S4 also coordinates movement plans with the S2/S3 and monitors field feeding and sanitation activities within the DSB. He consolidates transportation requirements for DSB units and passes them to the support operations section. The S4 coordinates through the DISCOM S4 to obtain payment support for local procurement and imprest fund operations from the servicing corps finance support unit.

3-35. The duties of the S4 officer include the following:

- Conducts continuous logistics preparation of the battlefield.
- Develops the internal logistics estimate.
- Keeps DSB battle staff informed of mission supportability from an internal logistics viewpoint.
- Monitors the unit supply and unit maintenance operations of subordinate units.
- Acquires and assigns facilities.
- Provides advice on food service operations and the command.
- Monitors property book activities.

3-36. The S4 section supervises and monitors DSB company supply activities. It coordinates with them on locations of internal supply and services activities. It processes requests for replenishing basic loads of all DSB elements, and monitors the

request of Class I, II, III, IV, V and VII items. It requests and issues all required common table of allowances (CTA) 50-900 items within the FSB. It monitors requests that DSB elements submit to the Class IX section in the S&T platoon for Class IX items. The section also monitors the status for all battalion elements in the area of operational readiness of equipment. It prepares the Class III forecast for the DSB and submits it to the support operations section. S4 section coordinates with the S1 on unit strength and replacement data to project logistics requirements. Together they also ensure DSB replacements are issued all authorized equipment.

3-37. The S4 section, through the unit maintenance officer (UMO), coordinates unit maintenance operations. It consolidates subordinate units maintenance reports to analyze overall battalion equipment status. It provides materiel conditions status reports (MCSR) to the commander and other staff sections for mission planning purposes. It monitors subordinate unit's prescribed load list (PLL). This ensures operating levels are consistent with tactical SOP requirements and DA guidance. It coordinates recovery and evacuation assets with subordinate elements. Coordination ensures timely recovery and evacuation of all battalion equipment. The section coordinates with the S3 and support operations section on the priority of maintenance effort.

S6 SECTION

3-38. The S-6 section is responsible for the full range of tasks associated with network management, systems administration and systems/software security for all tactical automation IAW FM 24-7. This section and its subordinate elements will troubleshoot hardware needing repair and monitor contractor repair performance. They will collect status from organic elements for ABCS and the CSSAMO for CSS STAMIS.

3-39. As systems administrators and system/software security managers, they will perform all tasks normally associated with information technology (IT) operations ranging from issuing passwords, installing anti-virus software, and performing CSSCS network management functions. The S6 works closely with the CSSAMO to resolve applications problems with CSS STAMIS and CSSCS.

3-40. The S6 is also responsible for installing and operating local area networks in support of the DSB operations. This section is responsible for determining requirements and exercising staff supervision over communications services related to DSB operations. It advises the commander, staff, and subordinate units on communications matters. It also operates the battalion switchboard, serves as net control station for the DSB and performs unit level maintenance for all communications electronic equipment in the HHD. The section ensures communications links with higher, adjacent, subordinate, and supported units. It plans and

implements backup means of communications. It also ensures radio communications exist during a move between the start point and release point.

SUPPORT OPERATIONS SECTION

3-41. The support operations section coordinates and provides supervision for all external logistics and medical functions. The support operations officer advises the commander on requirements versus available capabilities. Requirements are determined in coordination with the division support operations section. The support operations officer ensures logistical and medical support to the supported units remain at a level consistent with the tactical operation. He recommends support priorities and ensures logistics standard operating procedures (SOPs) are up to date. He prepares and distributes the external service support SOP. This SOP provides guidance to supported units on procedures involved in requesting support. He coordinates additional support with the division support operations section. The support operations officer directs the activities of the support operations section.

3-42. The support operations section is responsible for the following actions:

- Advises the DSB commander on logistics support operations.
- Assists (working with the HSSO) with coordinating the delivery of Class VIII via LOGPACs and with synchronizing CHS for the DSA and division rear.
- Provides technical assistance to the DSB companies and supported units.
- Coordinates with the DSB S2/ S3 to integrate the support mission with the tactical operations plans.
- Maintains the logistics situation map depicting locations of units providing logistics support for division units.
- Coordinates with the DSB S2/S3 on the location of all support points within the DSA. Ensures supported units are aware of the locations and time schedules for support operations.
- Implements the commander's guidance on priority of support to committed units.
- Advises the DSB commander on logistics support operations.
- Prepares, reviews, or implements plans and procedures based on guidance from the DSB commander.
- Develops and maintains reconstitution support plans for reconstitution of committed units. Designates and trains members of reconstitution teams. The reconstitution teams assess damage and/or reconstitutes decimated units.

- Coordinates DS to division troops. Limited reinforcing support (Class III(B) to the FSBs.

3-43. The support operations officer must work in conjunction with the S3, S4, and S6 to establish and manage the CSSCS network and database. The support operations officer must maintain direct support supply point and maintenance data entered into the system. Specific tasks for the support operations officer are:

- Gather, input, and maintain supply point logistics data in the system. He must also conduct the SAMS-2 and SARSS download to CSSCS to capture DS maintenance and Class IX data.
- Develop the DSB CTIL to track supply point items of interest to the commander.
- Set message handling tables to correctly route supply logistics messages.
- Set status thresholds for supply point items IAW DISCOM policy.
- Establish reporting times for subordinate direct support units.
- Set support to supported relationships to reflect which supply points support which units.

Support Operations Office

3-44. The support operations section has a support operations office; a supply, transportation, and services branch; and a maintenance branch. This office is responsible in planning, coordinating, and supervising external support requirements for the battalion. The office coordinates with the customer's logistics staff officers and the division support operations section. Personnel coordinate SOPs, both internal and external, for all units supported by the DSB.

3-45. For CHS, the support operations office, assisted by the HSSO and DSMC commander, provides input to the division support operations. It provides input for the annex on all medical activities to include: attachment of corps medical units/elements, Class VIII resupply, medical evacuation (MEDEVAC), and priority of CHS support for the DSA and division rear areas. Based on casualty estimates, the HSSO develops the CHS plan for the DSB's area of responsibility and the support operations office assists with the coordination and implementation of the plan. The support operations office coordinates the CHS plans with units in the DSA and the DISCOM. It provides appropriate and timely tasking to the DSMC to ensure adequate support. The support operations office routinely plans for the use of nonstandard evacuation platforms and will manage their use during mass casualty operations. See FM 8-10-6 for definitive information on medical evacuation operation.

Supply, Transportation, and Services Branch

3-46. This branch plans, coordinates, and supervises battalion operations for supply, transportation, and field services. The branch prepares schedules and assigns priorities in coordination with the division support operations, and distributes the workload. It monitors the status of Class I, II, III (B)(P), IV, VII, and IX. It also monitors the subordinate units' weapon system replacement operations (WSRO) status reports for anticipated requirements. The branch also plans and supervises battalion repair parts support matters. It supervises the receipt, storage, and issue of repair parts by DSB. Personnel coordinate SOPs, both internal and external, for all units supported by the DSB.

3-47. The branch has several specific functions in the area of supply and services. It coordinates supply distribution and services with the division support operations. It monitors daily battle loss reports to anticipate requirements. If airlift, airdrop, or sling load is required, it requests and coordinates the aircraft support with the DISCOM movement control officer (MCO).

3-48. In the area of transportation, the branch provides and coordinates with the DISCOM movement control officer (MCO) for daily vehicle availability for mission requirements. It maintains statistics on operational capabilities of the transportation motor transport (TMT) company and other organic or attached transportation assets. The transportation personnel also evaluate transport capabilities of the battalion. This includes transportation of supplies to and from using units.

3-49. This branch coordinates supply operations with the quartermaster company, DSB units and supported units. It requests field services for the DSB units. It coordinates through the division support operations office for incoming augmentation. The branch coordinates the augmentation of the mortuary affairs collection point (MACP) for the DSA, and coordinates transportation requirements for the MACP.

Maintenance Branch

3-50. The support operations maintenance officer plans and recommends the allocation of resources in coordination with the supported unit's chain of command. This includes coordination of the area support maintenance company maintenance team operations. He also forecasts and monitors the workload for all equipment by type. The maintenance officer and maintenance NCO use SAMS-2 to collect and process maintenance operations data and to assist in the management of maintenance operations. It processes maintenance information required to control workload, manpower, and supplies. The SAMS-2 capabilities are designed to assist in both maintenance and readiness management. The CSSCS provides map graphics that portray unit locations, grid coordinates, and terrain features so support operations can track maintenance on the battlefield.

3-51. The support operations maintenance branch develops the plans and policies for reparable exchange, and Class IX operations. It monitors shop production and job status reports in the area support maintenance company. It also monitors and reviews the combat spares and coordinates critical parts status with the DISCOM. For unserviceable items, it generates disposition instructions based on division and DISCOM commander guidance. Instructions include evacuation, cannibalization, and controlled exchange policies. With the respective supported unit S4s, it reviews backlogs on critical weapon systems. For any additional support requirements, the DSB support operations coordinates through the division support operations branch. The duties of the maintenance officer include the following:

- Conducts continuous logistics preparation of the battlefield.
- Tracks and investigates Class IX high priority requisitions.
- Assists with planning and coordinating contingency support.
- Directs redistribution of maintenance workloads.
- Coordinates maintenance back-up support with DISCOM.
- Monitors units' maintenance posture using SAMS-2.
- Coordinates maintenance priorities with the brigade S4.
- Establishes maintenance priorities for workload management through coordination with the supported unit.

UNIT MINISTRY TEAM

3-52. The DSB commander is responsible for the religious program in his unit. The DSB unit ministry team (UMT) is the staff section that provides religious support (RS) to the battalion. Its primary mission is to advise the commander on RS to elements of the DSB and to units located in the DSA. It advises the commander on unit morale and ethical issues and to meet the religious and spiritual needs of the soldiers. It also advises the commander on the role of indigenous religions in the area of operations.

3-53. The team consists of a chaplain and a chaplain assistant. The chaplain provides the clergy-related support to the unit. These include worship and prayer services, funeral and memorial services, and in-depth grief counseling. The chaplain assistant provides the administrative and logistical management for the team as well as the team's security.

3-54. Initially, the UMT develops a RS annex for the DSB OPOD/OPLAN. This annex is based on the DISCOM RS plan and the commander's intent. It addresses the priority of RS to the DSB and DSA. This includes UMT support to medical facilities, actions during mass casualty situations, support to enemy prisoners of war, and planning for worship, funeral, and memorial services. During operations, the UMT keeps abreast of the situation by maintaining contact with the DSB S1 and S2/S3.

3-55. Because the team is small and the mission sensitive, it is critical that the commander allow the UMT as much autonomy as possible. This will provide the most responsive and effective support to the soldiers.

BATTLE STAFF

3-56. The DSB headquarters battle staff is the competent and confident team that allows the DSB commander to be a practitioner of battle command. Listed below are the battle staff roles and an example of a portion of a logistics synchronization matrix, see Figure 3-3, that assists the battle staff in the execution of their respective roles:

- Maintain situational understanding.
 - Install information management architecture.
 - Train members of the battle staff.
 - Access available CSS and operational databases.
 - Receive, process and transmit information.
 - Know the current CSS and operational situation.
 - Know current CSS and other key locations.
- Synchronize logistical and operational activities.
 - Analyze data from multiple sources/disciplines.
 - Match capabilities to requirements efficiently.
 - Coordinate CSS activities with all involved.
 - Optimize CSS resources and time.
- Anticipate future operations (branches/sequels).
 - Understand higher/subordinate/supported commanders' intents.
 - Conduct logistics preparation of the battlefield (LPB).
 - Know OPLANS/CONPLANS of involved HQ's.
 - Conduct intelligence preparation of the battlefield (IPB)
 - Employ liaison team(s) at key HQ's.
 - Workload battle staff planners.
 - Conduct wargaming drills.
 - Identify projected CSS capabilities available.
 - Identify projected CSS unit displacements.
 - Identify external resources/solutions required.
- Make recommendations, decisions; and, execute those decisions.
 - Conduct risk assessments.
 - Employ deliberate decision-making process.

- Employ quick decision-making process.
- Provide clear and understood verbal orders.
- Provide timely and accurate responses to unit issues.
- Maintain current estimates, status, and data.
 - Maintain one continuously updated estimate.
 - Display estimate in the battle staff area.
 - Provide command group with periodic estimate updates.
 - Transmit estimate electronically as needed.
- Maintain secure/non-secure, communications with key HQ's.
 - Exploit communications and other technologies.
 - Train battle staff on available technology.
 - Employ alternate means of communications.
 - Coordinate with supporting signal units/HQ's.
 - Provide assault CP with communications/automation package.
- Receive, prepare, coordinate, and disseminate plans, orders, annexes, reports, and taskings.
- Integrate augmentation forces.
 - Coordinate equipment, supply, and soldier link-up.
 - Exchange SOP and policies.
 - Provide/receive SITREP/briefings.
 - Establish command/technical/support relationships.
 - Provide liaison team to assist force.
 - Assess soldier/unit readiness shortfalls.
 - Reduce or eliminate unit readiness shortfalls.
 - Employ augmentation forces.

H HOUR	H+4	H+8	H+12	H+16	H+20
D-DAY	D+1				
DAY/NIGHT					
Phase	Phase I				
ENEMY ACTION	Defends in sector with two brigades. 13th IQ in the west and 14th in the east.	Continues Defense	Continues Defense	Shifts Priority to OBJ APPLE	Shifts Priority to OBJ APPLE
DECISION POINT	What is the level of success that 4AD is having Along Route Jackson?	What is the level of success that 4AD is having Along Route Jackson?	Does 4AD take operational control of 3rd BDE?	Does 4AD take operational control of 3rd BDE?	Is 9LID and 230th SAB attack to seize OBJ apple being successful?
MANEUVER	3rd BDE LD/LC. All other elements are REDCON1.	3rd BDE arrive MCP 2. 1st BDE SP. 2nd Bde REDCON1.	3rd BDE prepared to support 4AD ATK on OBJ Glory. 1st BDE LD, 2nd BDE SP	3rd BDE prepared to support 4AD ATK on OBJ Glory. 1st BDE MCP2, 2nd BDE LD	3rd BDE arrives TAA Hood. 1st BDE PL Colt. 2nd BDE MCP 2.
FIRE SPT	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.
MOB/SURV	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility
C2	Located with 1st Bde. Rear with DISCOM	Located with 1st Bde. Rear with DISCOM	4th AD potentially assumes control of 3rd BDE	4th AD potentially assumes control of 3rd BDE	Located with 1st Bde. Rear with DISCOM
MAN/MED					
SUSTAIN					
FIX					
ARM					
FUEL					
MOVE					

Figure 3-3. Synchronization Matrix

HEADQUARTERS DETACHMENT

3-57. The detachment headquarters provides the detachment with administration, supply, and food services support for the battalion for all assigned or attached personnel. It is responsible for the command and control, and security of the detachment. The

detachment headquarters consists of a headquarters section, and a food service section.

3-58. Functions of the detachment headquarters are to:

- Maintain load plans.
- Perform route reconnaissance.
- Organize the unit for movement and issue movement orders to detachment personnel.
- Request additional transportation through the DSB S4.
- Coordinate with the DSB S2/S3 on the quartering party.
- Provide C2 of the detachment headquarters in response to an air or ground attack.
- Coordinate base defense.
- Establish communications.
- Determine placement of NBC assets in the headquarters area.

HHD DETACHMENT COMMANDER

3-59. The HHD detachment commander is responsible to the DSB commander for the discipline, combat readiness, and training of the HHD.

3-60. The commander must be proficient in the tactical employment of the company. The commander must also know the capabilities and limitations of the company's personnel and equipment in performing the mission of providing billeting and overhead support to the HHD, DSB. Additionally, his responsibilities include leadership, discipline, tactical employment, training, administration, personnel management, supply, maintenance, communications, and sustainment activities of the company.

3-61. These duties require the commander to understand the capabilities of the company's soldiers and equipment and to know how to employ them to best tactical and CSS advantage. At the same time, the commander must be well versed in enemy organizations, doctrine, and equipment.

3-62. Using this knowledge, the commander prepares his unit for combat operations using troop-leading procedures. Ultimately, he must know how to exercise command effectively and decisively. He must be flexible, using sound judgment to make correct decisions quickly and at the right time based on the higher commander's intent and the tactical situation. He must be able to issue instructions to his subordinate leaders in the form of clear, accurate combat orders and then he must ensure that the orders are executed.

3-63. The detachment commander's responsibility in combat are threefold. He will:

- Accomplish all missions assigned to the HHD in accordance with the DSB commander's intent.
- Preserve the fighting capability of the HHD, DSB.
- Must maintain continual communications with higher, lower, and adjacent units.

DETACHMENT SERGEANT

3-64. The detachment sergeant is the detachments senior NCO and normally is one of its most experienced soldier. He is the commander's primary CSS and tactical advisor and he is an expert in individual and NCO skills. He is the detachment's primary internal CSS operator and helps the commander to plan, coordinate, and supervise all logistical activities that support the detachment's mission. He operates where the commander directs or where his duties require him.

3.65. The detachment sergeant's specific duties include the following:

- Execute and supervise routine operations. The detachment sergeant's duties may include enforcing the tactical SOP; planning and coordinating training; coordinating and reporting personnel and administrative actions; and supervising supply, maintenance, communications, and field hygiene operations.
- Supervise, inspect, and/or observe all matters designated by the commander. For example, the detachment sergeant may observe and report on the detachment's base, proof fighting positions, or designing and ensuring emplacement of the defensive perimeter.
- As necessary, serves as quartering party NCOIC.
- Can call for support (CFS) for immediate resupply for Class III/IV/V or recovery missions.
- Conducts training and ensures proficiency in individual and NCO skills and small-unit collective skills that support the company's mission essential task list (METL).
- Receives incoming personnel and assigns them to subordinate elements as needed.
- Responsible for the medical evacuation of sick, injured, and wounded soldiers to the supporting medical treatment facility.
- Responsible for the evacuation of soldiers killed in action to the supporting graves registration collection point.
- In conjunction with the commander, establish and maintain the foundation for company discipline.

SUPPLY SERGEANT

3-66. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company. He coordinates all supply requirements and actions with the

detachment sergeant. The supply sergeant's specific responsibilities include the following:

- Control the detachment cargo truck and resupplies the water trailer, and supervise the supply clerk/armorer.
- Monitor company team activities and/or the tactical situation; anticipate and report logistical requirements; and coordinate and monitor the status of the company's logistics requests.
- Coordinate and supervise the issue or delivery of supplies to the HHD, DSB sections.

ARMORER

3-67. The armorer performs organizational maintenance on the company's small arms and is responsible for evacuating weapons as necessary to the area support company for DS maintenance. In addition, he normally assists the supply sergeant in his duties. As an option, the armorer may serve as the driver of the detachment sergeant's vehicle to make him more accessible for weapons repair and maintenance in forward areas.